

12.0-1

DAVIDSON CLARK 1984

MOLEBA Subproject

AG

Date of Original Authorization	Period Covered	Time Extended To	Alloboast Number	Amount of Collection
-----------------------------------	-------------------	---------------------	---------------------	-------------------------

19 Aug 1960	1525-1609-1902	31,837.60
-------------	----------------	-----------

Additional Authorizations	Period Covered	Sum Estimated To	Amount Funded	Amount of Obligations
------------------------------	-------------------	---------------------	------------------	--------------------------

Invoice Number	Date	Amount	Balance
----------------	------	--------	---------

#1 23 Aug 1960 21,827.10 -0-

REFERENCES

120-1

5 December 1966


MEMORANDUM FOR : Chief, TSD/BB
SUBJECT : Accounting for Funds
 MKULTRA - Subproject 120
REFERENCE : Memorandum for the Record
 Subject: Orientation of
 Research on MKULTRA # 120,
 dated 21 July 1964

1. Reference memorandum authorized the continuation of work by MKULTRA, Subproject # 120 for an additional 2 year period. Further reference states that; "Accountings will be rendered 12 months from the date, and at the conclusion of the 2 year period".

2. As the two year period ended in July 1966 it is requested that a final accounting in the amount of \$4,976.81 be obtained from MKULTRA, Subproject 120.

Chief, TSD/AF

A


 120-1
Project: MEKULTRA, Subproject 120

Date Initiated: September 1960

Date Expires: Continuing

Funds-current year: \$20,005.00

Purpose: To provide experimental data and laboratory procedures required in the chemical agent program.

Status: Several bioassay techniques applicable to CNS activity are under study.


/20-

5 December 1966

MEMORANDUM FOR : Chief, TSD/BS
SUBJECT : Accounting for Funds
MULARA - Subproject 120
REFERENCE : Memorandum for the Record
Subject: Orientation of
Research on MULARA # 120,
dated 21 July 1964

1. Reference memorandum authorized the continuation of work by MULARA, Subproject # 120 for an additional 2 year period. Further reference states that: "Accountings will be rendered 12 months from the date, and at the conclusion of the 2 year period".
2. As the two year period ended in July 1966 it is requested that a final accounting in the amount of \$4,976.81 be obtained from MULARA, Subproject 120.

Chief, TSD/BS

Distribution:

- Original & 1 - Addressee
2 - TSD/BS

A

120-1
Line or
Section

INSTRUCTIONS

1. Enter on line 1 the amount of cash on hand at the beginning of the period.
2. Enter on line 2 the amount of outstanding advances made to third parties, brought forward from the previous accounting period.
3. Enter in this section the amount of each receipt during the accounting period showing pertinent data, i.e., method or source of acquisition and applicable rate of exchange, if indigenous currency. If more space is required to explain receipts, prepare receipt form, number and attach hereto. In every case, completely identify the source of receipts.
4. Enter on this line the amount to be accounted for which shall be the sum of amounts shown in 1, 2, and 3.
5. Each amount listed in this section shall be supported by a voucher consisting of either the receipt obtained from the payee or in lieu thereof a certification explaining the lack of a receipt. If the number of entries exceeds the available space they may be consolidated as one entry in section 5 and supported by a listing of the individual entries on a separate sheet.
6. Enter on this line the amount of any refunds of advances by the advancee indicating whether by cash, check, or money order.
7. Advances made to third parties which remain outstanding at the end of the accounting period shall be consolidated and the total entered as a single amount on this line supported by a listing on a separate sheet. Final credit will not be given for disbursements which are advances to be accounted for. When accountings for advances are obtained, list as expenses or refunds of cash, as appropriate.
8. Enter on this line the amount of cash on hand, or if the amount of the disbursements exceeds the amount advanced the balance due the advancee shall be shown in parenthesis, i.e. (), and treated as a minus amount in arriving at the "Total Accounted For", line 9.
9. Reflect on this line the "Total Accounted For" which must agree with the amount shown on line 4, "Total To Account For".

1207

CERTIFICATION

This is to certify that I have received an accounting from MOLTRA Sub-project #120 for the period 1 January 1966 to 31 December 1966. The accounting reflects expenses in the amount of \$4,976.81.

I certify that satisfactory services represented by the accounting have been received and that to the best of my knowledge and belief the funds expended were for the purposes authorized by the project approval.

6/155/88

A

120-1

[REDACTED]

Financial Report January 1 - December 31, 1966

[REDACTED] B

Balance January 1, 1966

\$4,976.81

Expenditure for above period:

Personnel	\$2,171.36
Fringe Benefits @ 7.691%	167.00
Supplies	35.28
Telephone	11.80
Equipment Repairs	72.20
Travel	197.28
Equipment	151.65
Stipends	1,777.32
Overhead @ 14%	392.92

\$4,976.81

Unexpended Balance at December 31, 1966

-0-

Prepared by:

Approved by:

[REDACTED]

[REDACTED]

February 27, 1967

sp

I certify that services or materials have been satisfactorily received and the expenditures were incurred on official business.

[REDACTED]

Dates PERIOD

A D <

120-1

February 11, 1966

Financial Report - March 1, 1964 through December 31, 1965

Balance February 29, 1964

\$11,957.83

Expenditures for above period:

Personnel	4,459.92	
Fringe Benefits at 7.691%	343.02	
Supplies	170.89	
Telephone	10.65	
Equipment Repairs	56.29	
Postage	43.20	
Services Purchased	40.00	
Printing	45.72	
Books	12.93	
Travel	545.68	
Equipment	380.00	
Miscellaneous	15.40	
Overhead at 14%	857.32	
		<u>6,981.02</u>

Unexpended Balance at December 31, 1965

\$4, 976.81

I certify that services or materials have been satisfactorily received and the expenditures were incurred on official business.

Prepared by:

Date: Feb. 1966

Approved by:

A

B

C

1204

5 December 1966

MEMORANDUM FOR : Chief, TSD/DB
SUBJECT : Accounting for Funds
MKULTRA - Subproject 120
REFERENCE : Memorandum for the Record
Subject: Orientation of
Research on MKULTRA # 120,
dated 21 July 1964

1. Reference memorandum authorized the continuation of work by MKULTRA, Subproject # 120 for an additional 2 year period. Further reference states that; "Accountings will be rendered 12 months from the date, and at the conclusion of the 2 year period".

2. As the two year period ended in July 1966 it is requested that a final accounting in the amount of \$4,976.81 be obtained from MKULTRA, Subproject 120.

Chief, TSD/DF

Distribution:

Original & 1 - Addressee

A

INSTRUCTIONS

Line or
Section

1. Enter on line 1 the amount of cash on hand at the beginning of the period.
2. Enter on line 2 the amount of outstanding advances made to third parties, brought forward from the previous accounting period.
3. Enter in this section the amount of each receipt during the accounting period showing pertinent data, i.e., method or source of acquisition and applicable rate of exchange, if indigenous currency. If more space is required to explain receipts, prepare receipt form, number and attach hereto. In every case, completely identify the source of receipts.
4. Enter on this line the amount to be accounted for which shall be the sum of amounts shown in 1, 2, and 3.
5. Each amount listed in this section shall be supported by a voucher consisting of either the receipt obtained from the payee or in lieu thereof a certification explaining the lack of a receipt. If the number of entries exceeds the available space they may be consolidated as one entry in section 5 and supported by a listing of the individual entries on a separate sheet.
6. Enter on this line the amount of any refunds of advances by the advancee indicating whether by cash, check, or money order.
7. Advances made to third parties which remain outstanding at the end of the accounting period shall be consolidated and the total entered as a single amount on this line supported by a listing on a separate sheet. Final credit will not be given for disbursements which are advances to be accounted for. When accountings for advances are obtained, list as expenses or refunds of cash, as appropriate.
8. Enter on this line the amount of cash on hand, or if the amount of the disbursements exceeds the amount advanced the balance due the advancee shall be shown in parenthesis, i.e. (), and treated as a minus amount in arriving at the "Total Accounted For", line 9.
9. Reflect on this line the "Total Accounted For" which must agree with the amount shown on line 4, "Total To Account For".

120-1

CERTIFICATION

This is to certify that I have received an accounting from MEULTRA Sub-project # 120 for the period 1 March 1964 - 31 December 1965. The accounting reflects expenses of \$6,981.02 against an unaccounted for grant balance of \$11,957.83.

The accounting statement and payment certification will be retained in TSO and will be made available for review in TEO if necessary.

I certify that satisfactory services represented by the accounting have been received and that to the best of my knowledge and belief the funds expended were for the purposes authorized by the project approval.

Chief, TEO/ES

A

120-2

February 23, 1966

Dear [REDACTED]

I enclose an accounting of funds expended from our [REDACTED] through December 31, 1965. The apparent discrepancy in the two previous accountings submitted lay in their failure to include overhead costs; the present report supercedes the latter of the two reports previously submitted.

Thank you for calling our oversight to our attention, I hope the present financial report will be satisfactory to the sponsors of our [REDACTED] grant.

Best regards to you and your colleagues.

Sincerely,

Enc.

B
C

120-2

6/1/74

Expenditures Year ended June 30, 1965

Bureau	\$ 208.50
Vintage Beadlets - 7.60, 9.0	193.41
Supplies	108.41
Tel. Exp.	9.10
Repairs & Equip.	20.19
Postage	43.29
Service Purchases	46.00
Printing	45.72
Books	6.07
Travel	206.58
Equipment	380.00
Overhead 14.90	<u>500.02</u>

10,511.74

4071.60

Unexpended Balance June 30, 1965

\$ 6440.14

B

C

I certify that services rendered have been
satisfactorily received and the charges thereon
were incurred on official business.

31 January 1966

150

120-2

17 January 1966

MEMORANDUM FOR : Chief, TSD/DB
SUBJECT : Delinquent Accounting
MUMARA, Subproject 120

1. The records of TSD/BSF indicate that an accounting is now past due from MUMARA, Subproject 120. The last accounting received from subproject 120 was for the period, 1 August 1961 to 29 February 1964. It is requested that your office obtain the past due accounting and forward this accounting to TSD/BSF for processing.

2. In reviewing the subproject-120 file we find a letter, dated 26 October 1965, from the principal investigator which indicates the accounting was to have been prepared and forwarded momentarily. As of this date the accounting has not been received.

A

Distribution:
Original & 1 - Addressee

- 1 - C/TSD/SS
- 2 - TSD/IF

120-2

February 11, 1966

Financial Report - March 1, 1964 through December 31, 1965

Balance February 29, 1964

\$11,957.83

Expenditures for above period:

Personnel	4,459.92
Fringe Benefits at 7.691%	343.02
Supplies	170.89
Telephone	10.65
Equipment Repairs	56.29
Postage	43.20
Services Purchased	40.00
Printing	45.72
Books	12.93
Travel	545.68
Equipment	380.00
Miscellaneous	15.40
Overhead at 14%	<u>857.32</u>

6,981.02

Unexpended Balance at December 31, 1965

\$4,976.81

Prepared by:

Approved by:

120-2

October 28, 1965

Dear [REDACTED]

The Business Office tells me that it will take a few days to get a report on my budget through July 1, 1965 - IBM machines and all. I prodded them to move, but business offices have time-constants all their own. I'll send it off as soon as I can.

Sincerely,

#120

1202

21 July 1964

MEMORANDUM FOR THE RECORD

SUBJECT

: Orientation of Research on
MKULTRA #120

1. A request was received from [redacted] for permission to reorient his research to follow new leads; to utilize the monies remaining in the [redacted] grant in his name. He also requested this permission be granted without formal rebudgeting of the unexpended funds, since his previous budget would not be significantly disturbed; i.e., Instead of supporting the work of a technician, funds will support a research assistant to collect, analyze and summarize data at his direction [redacted] will receive no stipend from the funds.

2. The research project was discussed in depth with [REDACTED] This is summarized in his letter of 3 July 1964.

3. Permission was granted for the reorientation and continuation of the work. The funds will be spent over a course of two years. Accountings will be rendered 12 months from this date, and at the conclusion of the 2-year period.

A
B
C

120-2

ultra 130

120-2

July 3, 1964

Dear Sir:

In my last report on April 23, 1964, I pointed out that a considerable amount of non-experimental work had necessarily to be done with the aid of funds received from the [redacted]. It becomes increasingly apparent, in fact, that a major problem in contemporary pharmacology is not the collection of more data or the formulation of new hypotheses, but reformulation of older data and the development of methods by which new information can be readily compared and integrated with the old. The major problem is data handling, not data acquisition.

My last report indicated how the trend of our research had been modified to take these newer problems into account: non-experimental work was deferred to permit developing a consistent view of the mode of action of anesthetic agents, and a consistent view point on drug absorption, using data already available.

I should like to propose that these new, non-experimental leads be followed and that the monies remaining in the [redacted] Foundation funds granted in my name be used to support this work.

Specifically, I propose investigations in the following areas:

1. Testing the hypothesis that human pharmacological data of heterogeneous origins - and time and place of publication - can be collected under the direction of a pharmacologist, pooled and re-analyzed statistically to yield data commensurable with those obtained by prospective, rather than retrospective, experimental design. Case reports of drug intoxications and inadvertencies, for example, are published frequently; ordinarily the pool of such reports are analyzed only qualitatively. We propose to investigate the possibility of quantitative analysis of such data, to yield

B
C

120-2

00
120-2
July 3, 1964

coherent quantitative descriptions of drug syndromes in man which could not (conveniently, economically, ethically, or what have you) be obtained by direct experimentation. To the extent that the hypothesis is confirmed, a large body of pharmacological information that has already been collected can be made available and useable.

2. Using the descriptions of pharmacological effects in man, obtained as in #1, and the results of prospective experimentation in human pharmacology, to begin a systematic study of the comparative pharmacology of selected drug classes, most probably those which affect the central nervous system, or the blood-forming organs. The ultimate pertinence of animal experimentation to predicting drug effects in man depends on acquiring a body of information about drug effects in man that permits quantitative comparison with the effects obtained in animals. Such human pharmacological data as involves the effects of large doses or the production of "toxic effects" can be obtained only by systematic evaluation of published data.

3. Formulate explicit definitions of pharmacological terms which can permit precise and unequivocal identification of pharmacological phenomena and can facilitate communication among pharmacologists and between pharmacologists and other scientists. A brief review of the many present uses of words such as "synergism" and "potentiation" will quickly demonstrate the need for standardization of pharmacological nomenclature. Work in #3 will be carried on both before, and concurrently, with #1 and #2.

There will, I think, be no necessity for formal rebudgeting of the unexpended funds still available to me from the grant. Rather than supporting the work of a technician, funds will support a research assistant to collect, analyze, and summarize data at my direction; from the point of view of the [redacted] this assistant will probably bear the title of secretary or research secretary. Rather than being used for laboratory supplies and services, funds will be used for photoduplication of published materials, office supplies and equipment, computer service and materials, etc. I will continue to receive no stipend from these funds.

With this orientation to the research, I estimate that the remaining funds can be spent over the course of two years. The results obtained will, I am sure, provide a solid basis upon which to attack other problems of mutual interest, problems which have long gone unsolved because of our lack of information and methods for systematic study of comparative and human pharmacology. I respectfully suggest that, barring special communication from you, I proceed with the program I have outlined above.

As a supplement to my last report, by the way, I enclose two copies of the review article on drug absorption mentioned in the report. Copies of the review were not available at the time the report was submitted.

Sincerely yours,
B
C
[redacted]
Enc.
120-2

120-2

14 April 1964

MEMORANDUM FOR THE RECORD

SUBJECT: Project MKULTRA Accountings

1. During January 1964, I called [REDACTED] B and requested that the principal investigator on the research project there (MKULTRA, Subproject No. 120) forward an accounting for the funds involved (\$21,827) as soon as possible and directly to me rather than to [REDACTED]. The investigator agreed to request such an accounting from the University Controller and to send it along as soon as it was available to him.

2. Approximately six weeks later, March, 1964, Dr. [REDACTED] A of TSD/EP, reported to me that he had talked to the same investigator and had also requested a final accounting. He received the same assurance that I had previously gotten.

[REDACTED]
C/Sci/D&E

17

[REDACTED]
W

120-2

19 August 1969

MEMORANDUM FOR: CONTROLLER

ATTENTION : Finance Division

SUBJECT : KRUHRA, Subproject 120

Under the authority granted in the memorandum dated 13 April 1953 from the DCI to the DD/A, and the extension of this authority in subsequent memoranda, Subproject 120 has been approved and \$21,027.00 of the over-all KRUHRA project funds has been obligated to cover the subproject's expenses. This obligation of funds should be charged to Allotment 1525-1009-1902.

Chief
TSD/Research Branch

APPROVED FOR OBLIGATION
OF FUNDS:

Research Director

Date:

Distribution:

Orig & 2 - Addressee

1 - TSD/OC

1 - TSD/PASS

I CERTIFY THAT FUNDS ARE AVAILABLE

OBIGATION REFERENCE NO. 253

CHARGE TO ALLOTMENT NO. 1525-1009-1902

AUTHORIZING OFFICER

R

(when $I = 1$)

CONFIDENTIAL FUNDS POSTING VOUCHER

[illegible]

606-1st Previous Editions.

(15-422)

10
120-2
23 August 1960

MEMORANDUM FOR: CHIEF, FINANCE DIVISION

VIA : TSD/Budget Officer

SUBJECT : EXHIBIT, Subproject 120, Invoice #1
Allotment Number 1125-1000-1962

1. Invoice No. 1 covering the above subproject is attached.
Payment should be made as follows:

Cashier's check in the amount of \$30,937.50
payable to [REDACTED] B
drawn on a [REDACTED] E

Cashier's check in the amount of \$139.50 pay- B
able to [REDACTED]
drawn on a [REDACTED] E

2. Please forward the checks to Chief, TSD/Research Branch
through TSD/Budget Officer, no later than Wednesday, 7 September
1960.

3. This is a final invoice. However, since it is antici-
pated that additional funds will be obligated for this project,
the files should not be closed.

A
B
SIDNEY GOTTING
Deputy Chief
TSD/Research Branch

Attached:
Invoice & Certifications

Distribution:
Orig & 2 - Addressee

> 1 - TSD/FAS

15 AUG 1960
I CERTIFY THAT FUNDS ARE AVAILABLE

OLIGATION REFERENCE NO. 353

CHARGE TO ALLOTMENT NO. 1125-1000-1962

AUTHORIZING OFFICER

E
[REDACTED]
AMOUNT OF \$30,937.50
RECEIVED

E
[REDACTED]
AMOUNT OF \$139.50
RECEIVED

INSTRUCTIONS

1. If funds, in the form of other than U.S. Dollars were on hand, received, or disbursed during the accounting period, all pertinent data, i.e., rate, method of acquisition, etc., must be shown. If advances have been made to third parties, enter the total of such advances outstanding at the beginning of the accounting period on line 1a.
2. If more space is required to explain receipts, prepare receipt form, number and attach hereto. In every case, completely identify the source of receipts.
3. Attach a voucher for each expenditure and assign a number thereto in numerical sequence. The voucher may be the receipt obtained from the payee. When a receipt is not obtained, prepare a certificate and attach as a voucher. When space on form is not sufficient to list all vouchers, prepare a listing on a separate sheet and enter the total under item 3. If advances to third parties are outstanding at the close of the accounting period, attach an itemized list and enter the total on line 3a.
4. Final credit will not be given for disbursements which are advances to be accounted for. When accounting for advances are obtained, list as expenditures or refund of cash, as appropriate.
5. Total receipts entered on the line "Total to Account For" must agree with the total disbursements entered on the line following "Total Accounted For."

120-2

27 April 1964

MEMORANDUM FOR THE RECORD


SUBJECT : Project MKULTRA,
Subproject # 120

1. The above subproject is one of those which serves a continuing interest and need of TSD/BB. The grantee has adequately explained and justified in writing (documented in the letter file) the lower rate of spending indicated by the attached interim financial report.

2. The grantee has received permission from the sponsor to proceed at this lower rate until the work originally envisioned has been completed and the committed funds are expended. He has agreed to furnish a final financial report at that time. The technical aspects of the project are proceeding satisfactorily.


Program Manager

CONCUR:


Chief
TSD/Biological Branch

A



120-3

14 April 1964

MEMORANDUM FOR THE RECORD

SUBJECT: Project MKULTRA Accountings

1. During January 1964, I called [REDACTED] and requested that the principal investigator on the research project there (MKULTRA, Subproject No. 120) forward an accounting for the funds involved (\$21,827) as soon as possible and directly to me rather than to [REDACTED]. The investigator agreed to request such an accounting from the [REDACTED] and to send it along as soon as it was available to him.

2. Approximately six weeks later, March, 1964, [REDACTED] of TSD/BB, reported to me that he had talked to the same investigator and had also requested a final accounting. He received the same assurance that I had previously gotten.

[REDACTED]
C/Sci/D&E

A
B
H

[REDACTED]
[Handwritten signature]

120-3

March 4, 1964

Dear Sir:

The following is an interim financial report for the period August 1, 1961 - February 29, 1964, on the [REDACTED] awarded [REDACTED] under the direction of [REDACTED]

Appropriation \$20,987.50

Expenditures:

Salaries and Wages	5,184.21	
Materials and Supplies	990.61	
Travel	118.94	
Equipment	1,627.00	
Overhead 14% of \$7,920.76	1,103.91	9,029.67
Unexpended Balance--March 1, 1964		11,957.83

Very truly yours,

Principal Investigator

Comptroller

I have examined and approved the submitted expenditures.

TSD/Biological Branch

120-3

September 1, 1960

[REDACTED]
Gentlemen:

We are pleased to be able to transmit to you the following funds:

Cashier's Check #2-003730 drawn on [REDACTED]
[REDACTED] for \$20,987.50. dated Aug. 31, 1960.

Treasurer's Check #176679 drawn on the [REDACTED]
[REDACTED] for \$839.50, dated August 31, 1960.

These funds represent a contribution for the use of your directors in carrying out the very worthwhile research goals of your organization.

Yours truly,

Encl.
Checks (2)

B
E

120-3

23 August 1960

MEMORANDUM FOR: CHIEF, FINANCE DIVISION

VIA : TSD/Budget Officer

SUBJECT : MAUMTA, Subproject 120, Invoice #1
Allotment Number 1525-1000-1902

1. Invoice No. 1 covering the above subproject is attached.
Payment should be made as follows:

Cashier's check in the amount of \$20,987.50
payable to [REDACTED]
drawn on [REDACTED] E

Cashier's check in the amount of \$839.50 pay-
able to [REDACTED]
drawn on [REDACTED] E

2. Please forward the checks to Chief, TSD/Research Branch
through TSD/Budget Officer, no later than Wednesday, 7 September
1960.

3. This is a final invoice. However, since it is antici-
pated that additional funds will be obligated for this project,
the files should not be closed.

SIMPLY GOTTLEE
Deputy Chief
TSD/Research Branch

Attached:
Invoice & Certifications

Distribution:
Orig & 2 - Addressee

- 1 - TSD/FASS
- 2 - TSD/RB

[REDACTED] (23 Aug 60)

B

C

120-3

INVOICE

For Services

\$21,827.00

CERTIFICATIONS

(1) It is hereby certified that this is Invoice No. 1 applying to Subproject 120 of ISGWARA, that performance is satisfactory, that services are being accomplished in accordance with mutual agreements, that a detailed agenda of the payments and receipts is filed in TSD/RS, that this bill is just and correct and that payment thereof has not yet been made.

Deputy Chief, TSD/Research Branch

Date: _____

(2) It is hereby certified that this invoice applies to Subproject 120 under ISGWARA which was duly approved and that the project is being carried out in accordance with the memorandum dated 13 April 1953 from the ICI to the DD/A, and the extension of this authority in subsequent memoranda.

Research Director

Date: _____

B


19 August 1960

MEMORANDUM FOR: CONTROLLER

ATTENTION: Finance Division

SUBJECT: PEHCCA, Subproject 120

Under the authority granted in the memorandums dated 13 April 1953 from the DCI to the AS/A, and the extension of this authority in subsequent memoranda, Subproject 120 has been approved and \$21,627.00 of the over-all PEHCCA project funds has been obligated to cover the subproject's expenses. This obligation of funds should be charged to Allotment 1525-1000-1502.



TSD/Research BranchAPPROVED FOR OBLIGATION
OF FUNDS

Research Director

Jeb:1

Distribution:
Orig & 2 - /adizazaz

- 1 - TSD/OC
1 - TSD/PASS
2 - TSD/RB

 (19 August 60)

120-3

August 16, 1960

I enclose a thermofax of my proposal to study operant conditioning in mice.

Your offer of the books numbs me. Thanks a million.

Sincerely,

Enc.

A
B
C

120-3

24

ACCEPTED FOR PUBLICATION 14 FEBRUARY 2015

1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 26

• • • • •

[illegible]

Journal of Management Education 36(7) 809–824

$$\frac{1}{\Gamma(\alpha)} \int_0^t (t-s)^{\alpha-1} f(s) ds = \frac{1}{\Gamma(\alpha)} \int_0^t (t-s)^{\alpha-1} f(s) ds \quad (3.4)$$

Source: *Journal of the American Statistical Association*, 1990, 85, 103-113.

1. *Chlorophyll a* (Chl a) and *Chlorophyll b* (Chl b) are the primary photosynthetic pigments in green plants. They are responsible for capturing light energy and converting it into chemical energy through the process of photosynthesis. Chl a is the most abundant pigment, while Chl b is present in smaller amounts. Both pigments are found in the chloroplasts of green plants.

1. *Journal of the American Medical Association*, 1997; 277: 1039-1043.

Source: U.S. Census Bureau, *U.S. Census of the Population, 1980*, vol. 1, PC80-1, Washington, D.C., 1981, table 1-10.

Chemical and Physical Characterization of the Alkyl

ANAL. Calcd for $C_{10}H_{10}O_2$: C, 80.0%; H, 8.0%. Found: C, 79.8%; H, 7.9%.

on the subject, in 1933.

Article 16 of the Convention provides that the person to which it is attached that is to carry out the obligation of the donor must be named as a result of this request, and it is necessary for the purposes of both in this application, and (2) they agree to the transfer of the property of the State of the donor to the State of the recipient on the basis of the provisions of the Convention.

[illegible][illegible]

1. *Phragmites australis* (Cav.) Trin. ex Steud.

120-3

No.

PROJECT SHEET

1. The project is described in Exhibit A, and any, but not all, of the following values apply to this project.

BUDGET		
	Requested from Foundation	Other
1. PERSONNEL (Direct related and indirect salaries, no (donor) dues, insurance, etc. (Indicate the type of position and if already employed))		
[REDACTED]	0	0
[REDACTED]	0	0
2. MATERIALS (Direct related and indirect materials)	2,500	0
3. CONSULTANTS, SUPPLIES (Indicate)		
[REDACTED]	1,000	
4. AVIS (Indicate)		
5. TRAVEL (Indicate)	250	
6. OTHER EXPENSES (Indicate)	0	
OVERHEAD AND STATEMENT OF DONORS (Indicate)	2,750	
TOTAL		

C

Figure 1. The effect of the concentration of the *Agrobacterium* suspension on the transformation efficiency of *Agrobacterium* strains. The concentration of the *Agrobacterium* suspension was 10⁶ cells/ml (A), 10⁷ cells/ml (B), 10⁸ cells/ml (C), and 10⁹ cells/ml (D). The concentration of the *Agrobacterium* suspension was 10⁶ cells/ml (A), 10⁷ cells/ml (B), 10⁸ cells/ml (C), and 10⁹ cells/ml (D). The concentration of the *Agrobacterium* suspension was 10⁶ cells/ml (A), 10⁷ cells/ml (B), 10⁸ cells/ml (C), and 10⁹ cells/ml (D). The concentration of the *Agrobacterium* suspension was 10⁶ cells/ml (A), 10⁷ cells/ml (B), 10⁸ cells/ml (C), and 10⁹ cells/ml (D).

1. The first step in the process of identifying a problem is to recognize that a problem exists. This involves gathering information about the situation and identifying the specific issue that needs to be addressed.

2. Once a problem has been identified, the next step is to define the problem clearly. This involves stating the problem in a concise and specific manner, identifying the scope of the problem, and determining the goals that need to be achieved.

3. The third step in the process is to generate potential solutions. This involves brainstorming ideas and considering different approaches to solving the problem. It is important to consider a wide range of options and to evaluate the potential benefits and drawbacks of each solution.

4. The fourth step is to select the best solution. This involves comparing the potential solutions and choosing the one that is most likely to be effective and feasible. It is important to consider the resources available and the time constraints when making this decision.

5. The final step in the process is to implement the chosen solution. This involves putting the solution into action and monitoring the progress. It is important to communicate the plan to all relevant parties and to ensure that everyone is working towards the same goal.

1. The first step in the process of identifying a problem is to recognize that a problem exists. This is often done by comparing current performance with a desired state or goal. If there is a significant difference, a problem is identified. For example, if a company's sales are declining while its expenses are increasing, this indicates a problem that needs to be addressed.

2. Once a problem is identified, the next step is to define the problem more precisely. This involves determining the scope of the problem, the resources available, and the constraints that may be affecting the problem. For example, if a company is experiencing declining sales, it is important to determine whether the problem is due to a lack of marketing, poor product quality, or a change in customer preferences.

3. The third step in the process is to generate potential solutions. This is often done by brainstorming or using a structured problem-solving technique. For example, a company might brainstorm different marketing strategies or consider different product improvements. The goal is to generate a list of potential solutions that could address the problem.

4. The fourth step is to evaluate the potential solutions. This involves comparing the solutions against the criteria established in the previous step. For example, a company might evaluate different marketing strategies based on their cost, effectiveness, and potential for long-term success. The goal is to identify the solution that is most likely to solve the problem.

5. The final step in the process is to implement the chosen solution. This involves putting the solution into action and monitoring its progress. For example, a company might implement a new marketing strategy and track its sales over time. If the solution is effective, the problem should be solved. If not, the process may need to be repeated.

1. The following information is being furnished to you for your information only. It is not to be used for any other purpose.

1. The first step in the process of identifying a problem is to determine the nature of the problem. This involves a thorough understanding of the situation and the factors that are contributing to the problem. It is important to gather as much information as possible about the problem, including its history, its current status, and the impact it is having on the organization.

120-3

1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

1. The first step in the process of identifying a problem is to recognize that a problem exists. This is often done by comparing current performance with a desired state or goal. If there is a significant difference, a problem is identified.

1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

$$f(x) = \frac{1}{2} \left(\frac{1}{x} + \frac{1}{x^2} \right) = \frac{1}{2} \left(\frac{1}{x} + \frac{1}{x^2} \right) = \frac{1}{2} \left(\frac{1}{x} + \frac{1}{x^2} \right) = \frac{1}{2} \left(\frac{1}{x} + \frac{1}{x^2} \right)$$

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

1. The first part of the document is a list of names and addresses, which appears to be a directory or a list of contacts. The names are written in a cursive script, and the addresses are listed below them. The list includes names such as "John Doe", "Jane Smith", and "Robert Johnson", along with their respective addresses.

2. The second part of the document is a letter or a message, written in a cursive script. It begins with "Dear Sir," and continues with several lines of text. The text is somewhat difficult to read due to the cursive script, but it appears to be a formal communication, possibly a business letter or a letter of introduction.

3. The third part of the document is a list of names and addresses, similar to the first part. It includes names such as "Mary White", "James Brown", and "Elizabeth Green", along with their respective addresses. This list appears to be a continuation of the directory or a separate list of contacts.

4. The fourth part of the document is a letter or a message, written in a cursive script. It begins with "Dear Sir," and continues with several lines of text. The text is somewhat difficult to read due to the cursive script, but it appears to be a formal communication, possibly a business letter or a letter of introduction.

5. The fifth part of the document is a list of names and addresses, similar to the first and third parts. It includes names such as "Thomas Black", "Sarah Grey", and "William Blue", along with their respective addresses. This list appears to be a continuation of the directory or a separate list of contacts.

6. The sixth part of the document is a letter or a message, written in a cursive script. It begins with "Dear Sir," and continues with several lines of text. The text is somewhat difficult to read due to the cursive script, but it appears to be a formal communication, possibly a business letter or a letter of introduction.

7. The seventh part of the document is a list of names and addresses, similar to the first, third, and fifth parts. It includes names such as "Richard Red", "Susan Yellow", and "Daniel Purple", along with their respective addresses. This list appears to be a continuation of the directory or a separate list of contacts.

8. The eighth part of the document is a letter or a message, written in a cursive script. It begins with "Dear Sir," and continues with several lines of text. The text is somewhat difficult to read due to the cursive script, but it appears to be a formal communication, possibly a business letter or a letter of introduction.

9. The ninth part of the document is a list of names and addresses, similar to the first, third, fifth, and seventh parts. It includes names such as "Margaret Orange", "Christopher Green", and "Amanda Blue", along with their respective addresses. This list appears to be a continuation of the directory or a separate list of contacts.

10. The tenth part of the document is a letter or a message, written in a cursive script. It begins with "Dear Sir," and continues with several lines of text. The text is somewhat difficult to read due to the cursive script, but it appears to be a formal communication, possibly a business letter or a letter of introduction.

... (faint text) ...

120-3

1. The first step in the process of developing a business plan is to conduct a thorough market research. This involves identifying the target market, understanding their needs and preferences, and analyzing the competitive landscape. Market research can be conducted through various methods, including surveys, interviews, and focus groups.

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED
DATE 08-11-2010 BY 60322 UCBAW/BJS/STP

... .. 6

[illegible]

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

[REDACTED]

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific information required.

1. The following information is for your information only and is not to be used for any other purpose.